

- Attachment B -

**General Services Administration  
All Applicant Data Report**

**Announcement Number: 1505001LBMP**

**Position Title: Supervisory Marketing Communications Project Manager**

Name: KEESHA KARRIEM  
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Address2:  
City: Hazel Crest  
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Email: keeshakarriem@yahoo.com  
United States Citizen: Y  
Veteran's Preference: NV  
Military Service Dates (Start of Service - End of Service) :

**Applicant Level Assessments:**

**Assessment Questions**

What locations do you wish to apply to?

Chicago, IL, US

What Grades do you wish to apply to?

14

**Grade: 14**

Specialized experience is defined as supervising or leading a group of employees performing strategy development and project management as it relates to marketing communications activities. This experience must include consulting and advising on design, positioning, target marketing, objective setting and strategy development; applying analytical and evaluative methods to measure program performance; and directing budget analysis and contracting support staff.

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1. Do you have at least one year of specialized experience, as defined above, equivalent to the GS-13 level or higher in the Federal service?

Answer (0.00 points):

1. Yes

2. For the experience listed above, provide the title of the position(s) where you gained this experience as well as the time period held (MM/YY to MM/YY) and whether the position was full time or part-time (include number of hours per week if part-time). The experience must be substantiated in your resume as well or it will not be considered. Your list is limited to 1,000 characters which is approximately one-fourth typewritten page in length.

Answer (0.00 points): National Marketing Project Manager 10/1996 to Present, Full Time

3. Please check the statement that applies to you, relating to time-in-grade requirements for the GS-14 level.

Answer (0.00 points):

1. I have held a position in the General Schedule at a grade equal to or higher than a GS-13 for at least one full year (or will have within 30 days from the closing date of this announcement.)

**All Grades**

1. Please check the statements that apply to you, relating to your eligibility for noncompetitive consideration for a full performance level GS-14 position.

Answer (0.00 points):

5. None of the above apply to me.

2. Are you a current General Services Administration associate?

Answer (0.00 points):

1. Yes

If you answered Yes then answer the following questions.

2.1. GSA's Associate Performance Plan and Appraisal System states that to be promoted within GSA, an employee's most recent rating of record must be at the Level 3 or higher. Which of the following best describes the rating you received on your most recent performance appraisal (rating of record)?

Answer (0.00 points):

2. Level 3 or higher

2.2. Please list the date received, level of rating, and the name of the supervisor who issued the rating. If you have not received a rating, please provide the reason you have not received one. Your response will be limited to 1,000 characters which is approximately one-quarter typewritten page.

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Answer (0.00 points): 11/25/13, Level 4, Felicia Jones

If you answered No then answer the following questions.

2.1. Do you have a current annual performance rating that is equal to pass or successful?

Answer (0.00 points):

2.2. Give the date of your last official appraisal, the name, title & phone number of the supervisor who evaluated your performance.

Answer (0.00 points):

3. Do you have experience leading a diverse team of employees in the accomplishment of complex marketing communications projects?

Answer (16.66 points):

1. Yes

If you answered Yes then answer the following questions.

3.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

Answer (0.00 points): U.S. General Services Administration (GSA), FAS  
GS-13 National Account Manager, Marketing Communications, 10/96-Present

4. Choose the response that best describes your experience advising top level program managers/technical experts on new developments and advances in marketing techniques and demonstrating how these innovations can benefit customer operations.

Answer (7.50 points):

4. I have independently advised top level program managers and subject-matter experts on new developments and advances in marketing techniques and demonstrated how these innovations can benefit customer operations. Only in unique or unusual situations did I require assistance or review by a supervisor or senior employee.

5. From the following, please identify the business development competencies in which you have extensive experience:

Answer (7.50 points):

1. Conducting market research and analysis
2. Developing customer outreach strategies and tactics based on research
3. Execution of customer outreach strategies and tactics
4. Analyzing the effectiveness of implemented customer outreach strategies
5. Making recommendations for changes to customer outreach strategies

6. I perform the following marketing communications activities on a regular basis:

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**Answer (7.50 points):**

1. Identifying requirements for integrated marketing communications.
2. Identifying requirements for promotional marketing support.
3. Negotiating support from internal or external sources for integrated marketing communications.
4. Negotiating support from internal or external sources for promotional marketing support activities.
5. Analyzing market research and analysis.
6. Making recommendations to support marketing business strategy resulting from market research and analysis.

7. Which of the following most accurately reflects your highest level of experience managing projects or program initiatives?

**Answer (16.66 points):**

4. I have been responsible for managing and directing multiple projects and/ or initiatives that are/were in progress concurrently. I have managed these through a staff of subordinate project managers and team leaders. I have approved the scope of these projects, authorized funding, assigned resources, and monitored progress of the teams. I have been responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage.

If you answered I have been a project or team leader with responsibility for carrying out one or more projects or initiatives. These projects required me to plan and direct the work, maintain the schedule, report progress, and assure the quality of the work performed. then answer the following questions.

7.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

**Answer (0.00 points):**

If you answered I have been a project manager with responsibility for carrying out one or more long term (one year or longer) projects or program initiatives. I have been responsible for negotiating the project scope, establishing multi-year budgets, and tracking and reporting on expenditures, costs, and progress through key milestones. I have directed staff including those from disciplines other than the immediate organization e.g., functional staff, professionals from other disciplines & organizations etc. then answer the following questions.

7.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

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Answer (0.00 points):

If you answered I have been responsible for managing and directing multiple projects and/ or initiatives that are/were in progress concurrently. I have managed these through a staff of subordinate project managers and team leaders. I have approved the scope of these projects, authorized funding, assigned resources, and monitored progress of the teams. I have been responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage. then answer the following questions.

7.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

Answer (0.00 points): U.S. General Services Administration (GSA), FAS  
GS-13 National Account Manager, Marketing Communications, 10/96-Present

Also,

Executive Director, Karriem's Developmental Services, 2001-present

8. Please select the response which best reflects your level of experience monitoring and analyzing the application and efficacy of performance measures to ensure organizational goals are being met.

Answer (16.66 points):

5. I am highly skilled at monitoring and analyzing the application and efficacy of performance measures to ensure organizational goals are being met.

9. Select the activity level which most closely describes your proficiency level of experience/expertise. These activities should have been carried out on a regular or reoccurring basis with independence and positive results.

Answer (16.00 points):

5. I have managed an organization through subordinate supervisors, leaders, or comparable personnel. My responsibilities included establishing program objectives or performance goals, assessing progress towards meeting established objectives or goals, coordinating and integrating work activities and resources of several organizational segments or different projects; and representing the organization within and outside the agency/company to gain support for the program and its goals.

10. Which of the following best describes your highest level of experience reviewing program activities to identify problems and recommend corrective measures or alternative approaches for implementation by management officials?

Answer (16.00 points):

5. I have extensive experience reviewing program activities to identify problems and recommend corrective measures or alternative approaches for implementation. I have

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performed these functions routinely and have carried them out successfully to attain measurable program improvements on behalf of my employer.

11. From the following, choose the supervisory duties that you have performed.

**Answer (15.96 points):**

1. Planned work to be accomplished by subordinates, set and adjusted priorities, and prepared schedules for completion of work.
2. Assigned work to subordinates based on priorities, consideration of the difficulty of assignments, and the capabilities of the employees.
3. Developed performance standards, evaluated work performance and gave performance appraisals to subordinates.
4. Recognized and rewarded employees for their contributions.
5. Counseled and/or disciplined employees regarding performance and/or conduct issues.
6. Identified developmental and training needs of employees based on organizational goals and budget realities and utilized merit principles to take actions to satisfy needs.
7. Interviewed candidates for positions in the unit, and recommended/selected for appointment, promotion, or reassignment.

12. Select the activity level which most closely describes your proficiency level of experience/expertise. These or similar activities should have been carried out on a regular or reoccurring basis with independence and positive results.

**Answer (15.00 points):**

4. Commits to a course of action, even in uncertain situations, and makes decisions for a major organization that may involve a new program direction or negotiations with external stakeholders and results in agency wide, industry wide, Government wide, or national impact.

13. This position requires the skill to communicate in both formal and informal settings including communicating effectively with Agency executives, senior level management, employee organizations and association representatives, and with other Agency or Department officials. The individual will often represent the Division at key agency meetings or on Agency level workgroups. Carefully review the descriptions below and select the one that best represents your interpersonal communication experience.

**Answer (16.00 points):**

1. As part of my duties and responsibilities, I have routinely justified, persuaded, negotiated, or resolved matters involving significant or controversial policy, or operating program issues. This included communicating effectively and harmoniously with senior management, employee organizations/associations, and/or other individuals at all levels in the Federal sector to convey the relevant policies, regulations and procedures.

14. Select the activity level which most closely describes your proficiency level of experience/expertise. These or similar activities should have been carried out on a

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regular or reoccurring basis with independence and positive results.

**Answer (16.00 points):**

4. Composes, edits, and reviews materials for internal and external audiences that present complex, analytical, controversial, or politically sensitive material to internal and/or external audiences (examples: policy papers, program plans, journal articles for publication, legislative proposals, or guidelines for the public or private sector). Materials have an impact Government-wide; industry-wide, or nation-wide.

15. Select the choices below that describe your experience providing quality customer service:

**Answer (15.00 points):**

1. Routinely communicated with customers to provide timely and complete information.
2. Shared customer feedback with team members to improve customer service.
3. Developed initiatives to improve customer service
4. Regularly received recognition from customers for providing high quality customer service.
5. Worked collaboratively with customers to trouble shoot project issues.
6. Developed problem solving strategies for customers that had broad application.

16. I certify that, to the best of my knowledge and belief, all of the information included in this questionnaire is true, correct, and provided in good faith. I understand that if I make an intentional false statement, or commit deception or fraud in this application and its supporting materials, or in any document or interview associated with the examination process, I may be fined or imprisoned (18 U.S.C. 1001), my eligibilities may be cancelled, I may be denied an appointment, or I may be removed and debarred from Federal service (5 CFR, Part 731). I understand that any information I give may be investigated. I understand that responding 'No' to this item will result in my not being considered for this position.

**Answer (0.00 points):**

1. Yes, I certify that the information provided in this questionnaire is true, correct and provided in good faith, and I understand the information provided above.

PLEASE NOTE: In order to submit your application you must proceed through the following screens by selecting the 'NEXT' button at the bottom of each screen, and then click the 'FINISH' button on the final Application Review page. Please review each page and ensure completion of the necessary fields prior to moving forward. DO NOT close the browser window or select 'Return to USAJOBS' prior to selecting the 'FINISH' button or your application will be considered incomplete and you will not be considered for this vacancy.

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**All Grades**

1. Please provide one or more examples of controversial decisions you have made, or were responsible for, and your role in resolving, arbitrating, or litigating the solution(s). Limit your response to 4,000 characters which is approximately one typewritten page in length.

**Answer:**

As Executive Director of Karriem's Developmental Services or (KDS). I have the responsibility of providing housing for adults with Developmental Disabilities. The Mayor of the Village did not want KDS to have a group home in his Village. This was an extremely controversial matter which required many meetings and discussions and arbitration. In the end, I was able to resolve the matter with the Mayor. I got the Mayor to sign an agreement allowing our group home to open in that village. because I had discussed litigation based on Housing Discrimination. The group home for disabled adults was successfully opened in the village.

2. Please describe past achievements that demonstrated your ability to gain the confidence and support of subordinate associates, and guiding a team or an individual in accomplishing a specific mission.

**Answer:**

As a National Marketing Project Manager at GSA. FAS I had to seek procurement of a Blanket Purchase Agreement that would consolidate 3 various contracts into one contract. As a GS-13, I had to work as a team with a GS-12 Contracting Officer (CO). I was able to gain the confidence and support of the Contracting Office to announce the procurement encouraging consolidation of services. The mission was accomplished which saved GSA/FAS much time and monies to use one contractor instead of 3, which was previously being done.

I was also able to gain the support and achievement of team members to create an Integrated Marketing Plan. I was the first person in my department to create a Plan from all disciplines and departments in Chicago and Washington DC. This Marketing Plan was for a new initiative, "Reversed Auctions" and the new program needed various Marketing collateral to announce to potential internal and external customers. I was fully responsible for pulling a team together to create an integrated plan encompassing: videos, webinars, twitter, email campaigns, etc. The plan was very received and implemented in 2014.

3. Describe one of the most significant projects that you have managed for which you had full accountability. In your response, describe your role and details which reflect evidence of planning, budgeting, organizing, controlling, coordinating, reviewing and approving business decisions related to the project managed. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit. Limit your response to 4,000 characters, which is

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approximately one typewritten page in length.

**Answer:**

As Executive Director of Karriem's Developmental Services or (KDS). I have the responsibility of providing housing for adults with Developmental Disabilities. I was fully responsible for opening a new facility within a designated timeframe and specific budget. I was fully responsible for the planning, budgeting, organizing, controlling, coordinating, reviewing and approving business decisions related to the project managed. The new facility had to be inspected and pass by various village and state officials. I als had to ensure this facility has the proper clients and staff. I was fully successfully in getting this facility open month ahead of schedule and under budget.

**Dr. Keesha Karriem**  
18513 River Road  
Hazel Crest, IL 60429  
(312) 886-8278 (wk)  
(312) 497-4208 (cell)  
[keesha.karriem@gsa.gov](mailto:keesha.karriem@gsa.gov)

Experience encompasses over 20 years of knowledge in leading, training, educating, developing and implementing solutions in the areas of operations, marketing, procurement, and business development. A dedicated individual with excellent critical thinking, communication and decision-making skills.

### **SKILL SUMMARY**

TEACHING, TRAINING, LEADERSHIP, FACILITATION, MENTORING, PROJECT MANAGEMENT, GOVERNANCE, EMPLOYEE DEVELOPMENT, EXCELLENT ORAL AND WRITTEN COMMUNICATIONS.

### **GOVERNMENT EXPERIENCE**

#### **U.S. General Services Administration (GSA)**

**Chicago, IL**

#### **GS-13 National Account Manager, Marketing Communications, FAS**

**10/96-Present**

Provide consulting and advisory services on a nationwide basis to designated account officials regarding the current and potential uses for the National Marketing Communications Organization materials. Develop and implement marketing campaigns and media needed to heighten interest in GSA products and services. Lead diverse teams in the accomplishment of complex communication marketing plans.

Independently advise top level subject matter experts on new advances in marketing. Demonstrate how strategies can benefit customer operations. Project lead responsible for directing, maintaining, reporting and assuring quality of work performed.

Responsible for managing and directing multiple projects and/ or initiatives that are/were in progress concurrently. Managed through a staff of subordinate/contracted project managers and team leaders. Approving scope projects, authorizing funding, assigned resources, and monitoring progress of teams. Responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage.

#### **GS-12 Marketing Communications Specialist, PBS**

**5/95-9/96**

Responsibilities included: Consulting and advisory services to designated regional managers regarding the current and potential uses for Public Building Services (PBS).

#### **GS-11 Contracting Officer, PBS**

**5/91-4/95**

Responsibilities included: Awarding and managing contracts; conducting pre and post-award conferences.

### **OTHER WORK EXPERIENCE**

#### **Karriem's Developmental Services (KDS) Inc**

**Hazel Crest, IL**

#### **Executive Director/Owner (Part-Time)**

**2001-Present**

Provide operational and financial management to a family-owned business that provides quality residential services to persons with developmental disabilities. Recruit clients and maintain compliance with State of Illinois policies. Hire, train, mentor, and supervise employees. Formulate and recommend policies, programs, services, and procedures to stakeholders such as: social agencies, state agencies, parents, guardians and employees. Highly skilled at monitoring and analyzing the application of performance measures to ensure organizational goals are being met.

Responsibilities include establishing program objectives, assessing progress towards meeting established objectives coordinating and integrating work activities and resources of several organizational segments or different projects; and representing the organization within and outside the agency/company to gain support for the program and its goals.

**Governors State University**  
**Adjunct Teacher. (Part-time)**

Taught undergraduate courses in communications to a diverse population of students.

**University Park, IL**  
**6/2001 – 6/2003**

**ACCOMPLISHMENTS**

- 2014 Blacks in Government (BIG), Darlene Young Leadership Academy  
9 Month Curriculum on OPM Leadership Competencies, 31 CLP
- 2010 National Mentor Participant, U.S. General Services Administration, Chicago, IL
- 2010 Student Speaker, University of Phoenix Campus Commencement Ceremony, Hoffman Estates, IL
- 2009 Completed Core Project Management Courses, ESI/George Washington University.

**EDUCATION**

**University of Phoenix (On-line)**

Doctor of Management in Organizational Leadership (DM)

Phoenix, AZ

3/2005-3/2010

**Roosevelt University**

MBA, Business Administration/Marketing

Chicago, IL

1988-1992

- Attachment B -

General Services Administration  
All Applicant Data Report

Announcement Number: 1505001LBMP

Position Title: Supervisory Marketing Communications Project Manager

Name: MARILYN KEEFER

SSN: [REDACTED]

MIDX: [REDACTED]

Address1: [REDACTED]

Address2:

City: [REDACTED]

State: [REDACTED]

Country: [REDACTED]

Post Code: [REDACTED]

Plus4:

Telephone 1: [REDACTED]

Telephone 2:

Telephone 3:

Email: [REDACTED]

United States Citizen: [REDACTED]

Veteran's Preference: [REDACTED]

Military Service Dates (Start of Service - End of Service):

(b) (6)

**Applicant Level Assessments:**

Assessment Questions

What locations do you wish to apply to?

Chicago, IL, US

What Grades do you wish to apply to?

14

Grade: 14

Specialized experience is defined as supervising or leading a group of employees performing strategy development and project management as it relates to marketing communications activities. This experience must include consulting and advising on design, positioning, target marketing, objective setting and strategy development; applying analytical and evaluative methods to measure program performance; and directing budget analysis and contracting support staff.

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1. Do you have at least one year of specialized experience, as defined above, equivalent to the GS-13 level or higher in the Federal service?

Answers:

1. Yes

2. For the experience listed above, provide the title of the position(s) where you gained this experience as well as the time period held (MM/YY to MM/YY) and whether the position was full time or part-time (include number of hours per week if part-time). The experience must be substantiated in your resume as well or it will not be considered. Your list is limited to 1,000 characters which is approximately one-fourth typewritten page in length.

Answers: GSA FAS National Marketing & Communications Division, Project Manager, 04/12 - Present. Full-time. BMM Worldwide, Inc, Owner, 07/1997-2002. Full-time.

3. Please check the statement that applies to you, relating to time-in-grade requirements for the GS-14 level.

Answers:

1. I have held a position in the General Schedule at a grade equal to or higher than a GS-13 for at least one full year (or will have within 30 days from the closing date of this announcement.)

**All Grades**

1. Please check the statements that apply to you, relating to your eligibility for noncompetitive consideration for a full performance level GS-14 position.

Answers:

5. None of the above apply to me.

2. Are you a current General Services Administration associate?

Answers:

1. Yes

If you answered Yes then answer the following questions.

2.1. GSA's Associate Performance Plan and Appraisal System states that to be promoted within GSA, an employee's most recent rating of record must be at the Level 3 or higher. Which of the following best describes the rating you received on your most recent performance appraisal (rating of record)?

Answers:

2. Level 3 or higher

2.2. Please list the date received, level of rating, and the name of the supervisor who issued the rating. If you have not received a rating, please provide the reason you have not received one. Your response will be limited to 1,000 characters which is

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approximately one-quarter typewritten page.

Answers:

(b) (6)

If you answered No then answer the following questions.

2.1. Do you have a current annual performance rating that is equal to pass or successful?

Answers:

2.2. Give the date of your last official appraisal, the name, title & phone number of the supervisor who evaluated your performance.

Answers:

3. Do you have experience leading a diverse team of employees in the accomplishment of complex marketing communications projects?

Answers:

1. Yes

If you answered Yes then answer the following questions.

3.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

Answers: NMCD, Project Manager/Email Campaign Manager (2012-Current), NMCD, Acting, Integrator Services Branch Chief (August-September 2014, General Supplies & Services, Merchandising Specialist (2009-2012), JR Katz, Manager, Communications & Marketing (2008-9)

4. Choose the response that best describes your experience advising top level program managers/technical experts on new developments and advances in marketing techniques and demonstrating how these innovations can benefit customer operations.

Answers:

4. I have independently advised top level program managers and subject-matter experts on new developments and advances in marketing techniques and demonstrated how these innovations can benefit customer operations. Only in unique or unusual situations did I require assistance or review by a supervisor or senior employee.

5. From the following, please identify the business development competencies in which you have extensive experience:

Answers:

1. Conducting market research and analysis
2. Developing customer outreach strategies and tactics based on research
3. Execution of customer outreach strategies and tactics
4. Analyzing the effectiveness of implemented customer outreach strategies

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5. Making recommendations for changes to customer outreach strategies

6.I perform the following marketing communications activities on a regular basis:

**Answers:**

1. Identifying requirements for integrated marketing communications.
2. Identifying requirements for promotional marketing support.
3. Negotiating support from internal or external sources for integrated marketing communications.
4. Negotiating support from internal or external sources for promotional marketing support activities.
5. Analyzing market research and analysis.
6. Making recommendations to support marketing business strategy resulting from market research and analysis.

7.Which of the following most accurately reflects your highest level of experience managing projects or program initiatives?

**Answers:**

4. I have been responsible for managing and directing multiple projects and/ or initiatives that are/were in progress concurrently. I have managed these through a staff of subordinate project managers and team leaders. I have approved the scope of these projects, authorized funding, assigned resources, and monitored progress of the teams. I have been responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage.

If you answered I have been a project or team leader with responsibility for carrying out one or more projects or initiatives. These projects required me to plan and direct the work, maintain the schedule, report progress, and assure the quality of the work performed. then answer the following questions.

7.1.In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

**Answers:**

If you answered I have been a project manager with responsibility for carrying out one or more long term (one year or longer) projects or program initiatives. I have been responsible for negotiating the project scope, establishing multi-year budgets, and tracking and reporting on expenditures, costs, and progress through key milestones. I have directed staff including those from disciplines other than the immediate organization e.g., functional staff, professionals from other disciplines & organizations etc. then answer the following questions.

7.1.In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this

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experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

**Answers:**

If you answered I have been responsible for managing and directing multiple projects and/ or initiatives that are/were in progress concurrently. I have managed these through a staff of subordinate project managers and team leaders. I have approved the scope of these projects, authorized funding, assigned resources, and monitored progress of the teams. I have been responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage. then answer the following questions.

7.1. In order to receive credit for this response, you must indicate in the space provided below, the title and dates of the position(s) on your resume where this experience was gained. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit.

**Answers:** NMCD, Project Manager/Email Campaign Manager (2012-Current), NMCD, Acting, Integrator Services Branch Chief (August-September 2014, General Supplies & Services, Merchandising Specialist (2009-2012), JR Katz, Manager, Communications & Marketing (2008-09)

8. Please select the response which best reflects your level of experience monitoring and analyzing the application and efficacy of performance measures to ensure organizational goals are being met.

**Answers:**

5. I am highly skilled at monitoring and analyzing the application and efficacy of performance measures to ensure organizational goals are being met.

9. Select the activity level which most closely describes your proficiency level of experience/expertise. These activities should have been carried out on a regular or reoccurring basis with independence and positive results.

**Answers:**

5. I have managed an organization through subordinate supervisors, leaders, or comparable personnel. My responsibilities included establishing program objectives or performance goals, assessing progress towards meeting established objectives or goals, coordinating and integrating work activities and resources of several organizational segments or different projects; and representing the organization within and outside the agency/company to gain support for the program and its goals.

10. Which of the following best describes your highest level of experience reviewing program activities to identify problems and recommend corrective measures or alternative approaches for implementation by management officials?

**Answers:**

5. I have extensive experience reviewing program activities to identify problems and

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recommend corrective measures or alternative approaches for implementation. I have performed these functions routinely and have carried them out successfully to attain measurable program improvements on behalf of my employer.

11.From the following, choose the supervisory duties that you have performed.

**Answers:**

1. Planned work to be accomplished by subordinates, set and adjusted priorities, and prepared schedules for completion of work.
2. Assigned work to subordinates based on priorities, consideration of the difficulty of assignments, and the capabilities of the employees.
3. Developed performance standards, evaluated work performance and gave performance appraisals to subordinates.
4. Recognized and rewarded employees for their contributions.
5. Counseled and/or disciplined employees regarding performance and/or conduct issues.
6. Identified developmental and training needs of employees based on organizational goals and budget realities and utilized merit principles to take actions to satisfy needs.
7. Interviewed candidates for positions in the unit, and recommended/selected for appointment, promotion, or reassignment.

12.Select the activity level which most closely describes your proficiency level of experience/expertise. These or similar activities should have been carried out on a regular or reoccurring basis with independence and positive results.

**Answers:**

4. Commits to a course of action, even in uncertain situations, and makes decisions for a major organization that may involve a new program direction or negotiations with external stakeholders and results in agency wide, industry wide, Government wide, or national impact.

13.This position requires the skill to communicate in both formal and informal settings including communicating effectively with Agency executives, senior level management, employee organizations and association representatives, and with other Agency or Department officials. The individual will often represent the Division at key agency meetings or on Agency level workgroups. Carefully review the descriptions below and select the one that best represents your interpersonal communication experience.

**Answers:**

1. As part of my duties and responsibilities, I have routinely justified, persuaded, negotiated, or resolved matters involving significant or controversial policy, or operating program issues. This included communicating effectively and harmoniously with senior management, employee organizations/associations, and/or other individuals at all levels in the Federal sector to convey the relevant policies, regulations and procedures.

14.Select the activity level which most closely describes your proficiency level of

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experience/expertise. These or similar activities should have been carried out on a regular or reoccurring basis with independence and positive results.

**Answers:**

4. Composes, edits, and reviews materials for internal and external audiences that present complex, analytical, controversial, or politically sensitive material to internal and/or external audiences (examples: policy papers, program plans, journal articles for publication, legislative proposals, or guidelines for the public or private sector). Materials have an impact Government-wide; industry-wide, or nation-wide.

15. Select the choices below that describe your experience providing quality customer service:

**Answers:**

1. Routinely communicated with customers to provide timely and complete information.
2. Shared customer feedback with team members to improve customer service.
3. Developed initiatives to improve customer service
4. Regularly received recognition from customers for providing high quality customer service.
5. Worked collaboratively with customers to trouble shoot project issues.
6. Developed problem solving strategies for customers that had broad application.

16. I certify that, to the best of my knowledge and belief, all of the information included in this questionnaire is true, correct, and provided in good faith. I understand that if I make an intentional false statement, or commit deception or fraud in this application and its supporting materials, or in any document or interview associated with the examination process, I may be fined or imprisoned (18 U.S.C. 1001), my eligibilities may be cancelled, I may be denied an appointment, or I may be removed and debarred from Federal service (5 CFR, Part 731). I understand that any information I give may be investigated. I understand that responding 'No' to this item will result in my not being considered for this position.

**Answers:**

1. Yes, I certify that the information provided in this questionnaire is true, correct and provided in good faith, and I understand the information provided above.

PLEASE NOTE: In order to submit your application you must proceed through the following screens by selecting the 'NEXT' button at the bottom of each screen, and then click the 'FINISH' button on the final Application Review page. Please review each page and ensure completion of the necessary fields prior to moving forward. DO NOT close the browser window or select 'Return to USAJOBS' prior to selecting the 'FINISH' button or your application will be considered incomplete and you will not be considered for this vacancy.

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**Phase Assessment Questions**

**All Grades**

1. Please provide one or more examples of controversial decisions you have made, or were responsible for, and your role in resolving, arbitrating, or litigating the solution(s). Limit your response to 4,000 characters which is approximately one typewritten page in length.

**Answer:**

As president of BMM, Inc., I have had to make controversial decisions in determining marketing strategy which impacted artist' careers. My role involved resolving strategic issues with corporate, management and talent representation to reach a harmonious decision. For example, a new artist, with a prominent corporate sponsor, wanted to tour nationally on the basis of a debut recording. Based upon my experience, I knew the artist would not achieve favorable results, not being of prominent stature or having evidence of a successful track record. I was able to negotiate a regional tour, with the guaranteed attendance of many of the prominent retailers and radio personalities they had hoped to gain the attention of in a national arena. The smaller localized regional performances presented a solution that allowed the new artist exposure in a more accepting environment - new artist tour - and achieved the positive result of retailers placing larger than normal stock purchases based on their confidence in the artist's ability resulting from the more intimate touring option.

2. Please describe past achievements that demonstrated your ability to gain the confidence and support of subordinate associates, and guiding a team or an individual in accomplishing a specific mission.

**Answer:**

As the NMCD email project manager, I have the ongoing confidence and support of associates and contracted staff in my ability to schedule, shepherd through the production process, and deliver their marketing communications. I have successfully guided their projects to success by guiding the contracted staff in their actions, coordinating all to accomplish the mission, at hand. This includes communicating effectively and harmoniously with senior management, and/or other individuals at all levels in the Federal sector to convey policies, regulations and procedures to support progression and development of projects.

3. Describe one of the most significant projects that you have managed for which you had full accountability. In your response, describe your role and details which reflect evidence of planning, budgeting, organizing, controlling, coordinating, reviewing and approving business decisions related to the project managed. NOTE: The experience described in your resume for this position(s) must fully support your response for this question in order to receive credit. Limit your response to 4,000 characters, which is approximately one typewritten page in length.

**Answer:**

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As president of BAMM! Worldwide, Inc., I have provided consultation, advisory, and account/project management for national and/or worldwide assignments, and developed and implemented consumer promotions for new artists in single and multi-city rollouts, that have achieved increased consumer awareness, resulting in sales growth of 45% to 120%.

I developed integrated marketing projects of varying complexity. Defined strategic direction for all marketing activity in support of clients' business objectives including: product development, packaging, direct mailing, print and specialty advertising, promotional campaigns, media appearances, lifestyle marketing, product placement and venue performances.

I managed day-to-day operations including corporate communications, marketing, legal agreements, sub-contractors negotiations, database management and Internet website content.

I managed company personnel. Coordinated human resource activity including hiring, developmental training, performance evaluations and team development, and established and oversaw a college internship program.

I established financial operating procedures, which included: financial analysis, budget forecasting, strategic planning, cash management, banking relations and all accounting functions (A/P, A/R, payroll, financial statements).

(b) (6)

### CAREER PROFILE

- Innovative, accomplished, high-energy professional with a fusion of corporate communication, employee engagement, marketing, branding, sales and project management experience.
- Solid record of success with Fortune 500 corporations, professional services companies and government agencies.
- Mastery of knowledge and understanding of marketing communications as a business discipline, and in particular, the marketing concept and its relationship to marketing communications and the relevance of the marketing mix and promotions mix to marketing communications.
- Knowledgeable of leadership methods and able to effectively apply them to diverse multi-site teams.
- Skilled in applying advanced analytical and evaluative methods.
- Effective communicator, orally and written, with the ability to promote the agency marketing program.
- Knowledgeable of contracting principles, methods and regulations to provide technical guidance to agency contracting officers in preaward and postaward conferences for publications contract(s), development of special marketing communications requirements, solicitation preparation, negotiations and contract administration.
- Able to analyze budgets and the methods and techniques required to review, evaluate and administer assigned budget activities.

### Areas of Expertise:

- |                                      |                                      |
|--------------------------------------|--------------------------------------|
| • Account Management                 | • Marketing Plan Development         |
| • Business Development               | • Marketing Research                 |
| • Communication/Educational Outreach | • Marketing/Communication            |
| • Contract Evaluation                | • Multi-channel Marketing Strategies |
| • Customer Service                   | • Product Development                |
| • Government Procurement             | • Project Management                 |
| • Innovative Program Development     | • Strategic / Operational Planning   |
| • Internal / External Partnerships   | • Team Development                   |

## **PROFESSIONAL EXPERIENCE**

**U.S. General Services Administration – Chicago, IL**  
*Federal Agency*

### **National Marketing & Communications Division**

2012 – Current

#### **Project Manager**

- Responsible for development of multi-channel integrated marketing efforts in support of GSA Federal Acquisition Service program, Integrated Technology Services (ITS).
- Evaluate business line strategies and goals, develop marketing communication plans and target audience approaches, execute design and development of marketing tactics, conduct post-launch return on investment analysis.
- Works with ITS Business Development Office to resolve conflicts that occur between national program goals and client objectives to ensure that marketing communication approaches are consistent with national policies.
- Enforce branding standards across the service, and ensure consistent design and language use among varying business lines.
- Identify new business opportunities by gathering business intelligence, general information, and statistical data.
- Develops innovative approaches and alternative solutions to solve problems associated with delivery of government information and services.
- Lead a diverse team of employees in the accomplishment of complex marketing communications projects.
- Responsible for negotiating the project scope, establishing multi-year budgets, and tracking and reporting on expenditures, costs, and progress through key milestones. Directed staff including those from disciplines other than the immediate organization e.g., functional staff, professionals from other disciplines & organizations etc.
- Monitor and analyze the application and efficacy of performance measures to ensure organizational goals are being met.

#### **Special Assistant to Integrator Services Branch Chief**

March – August 2014

- Served as Subject Matter Expert on Technical Evaluation Board
- Coordinated with the Contracting Officer, and provided substantial assistance to evaluate extensive, complex technical proposal to procure and meet the needs of National Marketing and Communications Division
- Conducted government/contractor kick off meetings and progress reviews to establish reporting requirements, task progress, financial management issues and deliverable due dates.

#### **Acting, Integrator Services Branch Chief**

August – September 2014

- Directed the staff in accomplishing nationwide and worldwide marketing-communications project management program goals and objectives
- Worked with staff to resolve conflicts that occur between national program goals and client objectives to ensure that marketing communication approaches are consistent with national policies.
- Supervised staff in strategy development and project management as it relates to performing marketing communications activities.
- Led a diverse team of employees in the accomplishment of complex marketing communications projects.
- Represented National Marketing and Communications Division and/or Integrator Services Branch at Weekly Leadership Council, Marketing Council, RCD Meetings and IT Liaison Meetings
- Evaluated Integrated Plan Drafts, Budget Requests, and audited staff utilization of Salesforce and K: drive
- Monitored and analyzed the application and efficacy of performance measures to ensure organizational goals were being met.
- Managing and directed multiple projects and/or initiatives that are/were in progress concurrently. Managed through a staff of subordinate project managers and team leaders. Approved the scope of these projects, authorized funding, assigned resources, and monitored progress of the teams. Responsible for negotiating adjustments in the projects' timetables, budgets, scope, and coverage.

## PROFESSIONAL EXPERIENCE (Continued)

### General Supply Specialist/Business Management Office

2009 – 2012

#### Merchandising Specialist

- Expert strategic advisor for the Office of General Supplies Services (GSS), National Merchandising Planning and Communications (NMPC) for marketing initiatives.
- Performed comprehensive strategic analysis and develop marketing plans designed to allow rapid growth or entry into new markets through past performance evaluation and identifying areas for program development and/or improvement.
- Served as subject matter expert for the strategic communication development, providing key input into policy, planning, development and implementation at national level.
- Served as project manager for the development of customer communication materials and design of national and/or worldwide marketing campaigns to support the organization's business strategies.
- Consulted and advised top-level commodities subject matter experts on developments, advances and issues related to marketing communications strategies and media.
- Interacted directly with customers and other high level stakeholders in order to assess needs and determine design solutions to meet those needs.
- Led a diverse team of employees in the accomplishment of complex marketing communications projects.
- Served as project manager for assigned national and/or worldwide publications.
- Conducted training presentations to internal employees and external agency customers, furnishing written instructions, reference materials and relevant background material.
- Served as representative at conferences, meetings, workshops, and committees.
- Monitored and analyzed the application and efficacy of performance measures to ensure organizational goals were being met.
- Participated in Integrated Workplace Acquisition Center (IWAC) inter-agency partnership/industry procurement networking sessions, workshops, and Industry Coalitions/procurement roundtables.
- Participated in contract award evaluations of price, performance, financial and technical capability and other regulatory compliance as subject matter expert.
- Full life cycle project management for acquisitions from pre-award through post-award and contract closeout.

### JR Katz – Northbrook, IL

2008 – 2009

*Professional Services Firm*

#### Manager, Communications & Marketing

- Responsible for business programs designed to increase exposure to business opportunities.
- Project manager for the development of effective and consistent audience-appropriate, national communication vehicles to deliver corporate messaging. Developed marketing communications for a diverse group of services; provided consultation and advice on design, layout, positioning, target marketing, objective setting and strategy development; applied analytical and evaluative methods to determine appropriate program evaluation and measurement techniques; performed budget analysis; and provided technical support to contracted advertising agency.
- Ensured brand management across communications and audiences.
- Developed communication and marketing collateral for print, advertising, web, CD, email marketing and radio, including, but not limited to direct mail, trade materials, newsletters, webinars, case studies and brochures.
- Wrote and edited highly professional materials, including communication materials for use by high-level officials in interaction with customers
- Ensured all logistics and deadlines were met, and all necessary coordination among high-level stakeholders, managers and associates was accomplished.
- Managed marketing budget, schedule. Coordinated regular meetings. Maintained firm's website.
- Maintained inventory and fulfillment of marketing materials.

## PROFESSIONAL EXPERIENCE (Continued)

### **British Consulate UK Trade & Investment (UKTI) – Chicago, IL**

2007 – 2008

*UK Government's international business development agency*

#### **Business Development Associate**

- Aided businesses looking to expand internationally using the UK as an inward investment location
- Generated and delivered chargeable client work for UK companies looking to enter the US market.
- Undertook research and marketing activity to proactively identify qualified businesses, and assisted and counseled them in locating procurement/contracting opportunities.
- Ensured compliance with national, regional and agency procurement goals in support of mandated legislative performance levels for businesses.
- Made initial contact, compiled visit programs and planned company meetings to support the Sector Lead. Attended meetings where appropriate and assisted in the management of client relationships.
- Conducted research and compiled reports on specific topics relating to market developments, best routes to market and potential business partners.
- Built and maintained knowledge of developments and trends in government, industry and economic sectors. Managed database of key agency and industry contacts.
- Assisted with initiatives such as seminars, workshops, panel discussions, receptions and other events to promote business opportunities.
- Provided operational and administrative support to Sector Lead by maintaining CRM and project management databases.
- Assist with consular support services in times of crisis.

### **City of Chicago – Chicago, IL**

2006 – 2007

*Local Government*

#### **Project Manager**

- Planned, coordinated and administered citywide initiatives, departmental programs and special projects of a complex and technical nature to support organization's business strategies.
- Project manager for the development of marketing communications for a diverse group of government services; provided consultation and advice on design, layout, positioning, target marketing, objective setting and strategy development; applied analytical and evaluative methods to determine appropriate program evaluation and measurement techniques; performed budget analysis; and provided technical support to contracted advertising agency.
- Served as the liaison between operating departments and intergovernmental agencies to ensure the coordination of program related activities.
- Consulted and advised top-level program subject matter experts on developments, advances and issues related to marketing communications strategies and media.
- Functioned as technical specialist in complex and/or sensitive assignments, distributing and balancing work among employees.

### **Elite Communications Group – Northbrook, IL**

2005 – 2006

*Communications Design Firm*

#### **Account Executive**

*Corporate clients: Abbott, Abbott Nutrition Int'l, Hospira, TAP Pharmaceutical, ICON, Shentel Telecommunications, Pfizer, Omnicare, McDonalds.*

- Supervisory account manager, guided implementation of integrated marketing communication strategies for print, advertising, web, CD, email marketing and radio, including, but not limited to direct mail, trade materials, websites, webinars, case studies and brochures, in coordination with account, creative teams.
- Negotiated complex, high value national and/or worldwide projects.
- Functioned as technical specialist in complex and/or sensitive assignments, distributing and balancing work among employees.
- Consulted and advised top-level program subject matter experts on developments, advances and issues related to marketing communications strategies and media.

## PROFESSIONAL EXPERIENCE (Continued)

- Prepared proposals, estimates, and project and creative briefs.
- Presented corporate capabilities presentation.
- Penetrated accounts horizontally & vertically to grow account base.
- Built and maintained strong client relationships.
- Developed and maintained account database.

### **MRSA Architects & Planners – Chicago, IL**

2003 – 2005

*Professional Services Firm*

#### **Communications Manager**

- Role encompassed the conception, leadership and direction of the firm's marketing and communication initiatives, as well as the procurement and closure of direct and indirect sales to the Real Estate and Corporate business communities.
- Conceived, in conjunction with established annual and quarterly marketing strategies and schedules, integrated/consistent communication plans that included on/off-line materials, direct mail, promotions, events and communications.
- Devised, in conjunction with select outside graphic design and communications resources, marketing, sales and communication materials designed to achieve established marketing and sales goals.
- Prepared annual marketing strategy and budget.
- Lead weekly sales meetings to implement established sales strategies, track prospecting efforts and direct strategic selling approach designed to meet revenue targets.
- Communicated to team members specific problems to be solved; coached the team and/or individual members; assisted team members in developing performance measures for evaluating program areas; communicated team success in meeting performance goals, evaluated customer assessments and reported group progress to the supervisor.

### **BAMM! Worldwide, Inc. - Chicago, IL**

1999 – 2005

*Strategic Marketing Company*

#### **President/Owner**

- Provided consultation, advisory, and account/project management for national and/or worldwide assignments.
- Developed and implemented consumer promotions for new artists in single and multi-city rollouts. Achieved increased consumer awareness, resulting in sales growth of 45% to 120%.
- Developed integrated marketing projects of varying complexity. Defined strategic direction for all marketing activity in support of clients' business objectives including: product development, packaging, direct mailing, print and specialty advertising, promotional campaigns, media appearances, lifestyle marketing, product placement and venue performances.
- Managed day-to-day operations including corporate communications, marketing, legal agreements, sub-contractors negotiations, database management and Internet website content. Developed and maintained PC network and office telecommunications system.
- Managed company personnel. Coordinated human resource activity including hiring, developmental training, performance evaluations and team development. Established college internship program.
- Established financial operating procedures. Duties included: financial analysis, budget forecasting, strategic planning, cash management, banking relations and all accounting functions (A/P, A/R, payroll, financial statements).

## EDUCATION

Loyola University Chicago, Chicago, IL – MBA: Marketing. Minor: Finance

Northwestern University, Evanston, IL – Bachelor of Science: Communications

## **CERTIFICATIONS**

### **Master's Certificate in Project Management**

The George Washington School of Business, Washington, D.C., October 2011

### **Contracting Officer Representative (COR)**

Federal Acquisition Institute, December 2012 - Current

### **Integrated Marketing Communications Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, July 2011

### **Building an Effective Marketing Plan Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, July 2011

### **Multichannel Marketing Communications Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, June 2011

### **Practical Internet Marketing Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, June 2011

### **Customer Relationship Management (CRM) Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, May 2011

### **Branding for Success Certification**

DePaul University - Charles H. Kellstadt Graduate School of Business, May 2011

## **RELEVANT TRAINING**

- Supervisory Development I: Fundamentals, LEAD, Office of Personnel Management, September 2014
- Government Contract Law, LEAD, Office of Personnel Management, July 2014
- Dynamic of Interaction, GSA Online University, February 2012
- Managing Distributed Teams, GSA Online University, December 2011
- Connect & Communicate, GSA Online University, July 2011
- Evaluating Creative and Innovative Ideas, GSA Online University, July 2011